

DDA SUBJECT FILE COPY

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

William F. Donnelly
Deputy Director for Administration

EXTENSION

NO.

DDA 2248X-87

DATE

23 October 1987

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

Director of
Central Intelligence

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Judge:

You asked me to provide you any comments, recommendations or other observations which grew out of the Minority Coordinators' Seminar we recently held. Enclosed is a document providing that information.

A copy has been given to Bill Baker.

William F. Donnelly

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Original - Addressee
1 - DDA Subj
1 - WFD Chrono

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7D00 HQS

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Bill:

You may find some of the comments in the attached document, which is an outgrowth of the Minority Coordinators' Seminar we recently held, to be of interest to you.

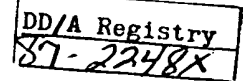
William F. Donnelly

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MEMORANDUM FOR: Director of Personnel

FROM: Deputy Director for Employment

SUBJECT: Minority Coordinators' Seminar, 6-8 October 1987

1. "Over the past few days, we've learned that the CIA is not nearly as bad as people say it is, but also that the CIA is not as 'holy' as it thinks it is." This quote is an apt and fair summation of how the participants in our Minority Coordinators' Seminar felt after 2 1/2 days of briefings and discussions. We believe the seminar was a success; we should see an increased dialogue between these coordinators and our recruiters. With appropriate follow-up, an increased flow of minority candidates for our professional and technical positions should result. A more detailed discussion about the seminar is attached.

2. To keep the positive momentum on minority recruitment resulting from this seminar, we will take the following actions:

- A) Our recruiters will contact each participant and schedule a meeting to discuss the seminar and how best to recruit students from the coordinator's university.
- B) Our recruiters will make themselves available to give information sessions at the coordinators' request to explain more about the Agency, student programs/benefits, and needs by academic discipline.
- C) As their students are selected for CT Program, direct hire, or student programs, we will notify the coordinators of the number (but not the names) of successful candidates.
- D) We will add these minority coordinators to the mailing list of OP/Employment's monthly newsletter.
- E) We will recommend to OMS that they consult with concerning the PATB and its use. See para 5 of the attached discussion.

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Attachment as stated



MINORITY COORDINATORS' SEMINAR
6-8 OCTOBER 1987

1. Many of the participants admitted that they came with preconceived ideas and second thoughts. To some, the only knowledge of the Agency was what they have read and heard in the press from detractors...very little in a positive vein. Some came despite the strong recommendations from their friends and professional colleagues not to attend. One participant, for example, reflected the widespread suspicion that CIA has police-like responsibilities and insisted on being told what kind of security checks were run on all who we invited. Another revisited, at numerous times, the question of whether someone could "really leave" the Agency. Our low attrition rate must be a reflection of coercion and threat to remain in CIA, as portrayed in popular fiction. Yet another was positive that the only reason CIA needed minorities was to continue the repression of third world countries. The old canard that CIA was involved somehow in the assassination of Dr. Martin Luther King was raised anew. In this atmosphere, we arrayed representatives from each Directorate to explain the Agency mission, its organization, career opportunities, and minority employment efforts.

2. Perhaps THE most significant recommendation made by the group was that the CIA needs to have an upbeat, positive sense of public relations and information sharing about itself. The "No comment" response to questions about the Agency, whether given by recruiters or public affairs spokesmen, hurts. The coordinators believe that the same unclassified information we shared with them should be available more freely and easily than it is to students on campus and to the public at large. The coordinators thought that holding frequent information sessions similar to the seminar, both at Headquarters and on or near college campuses, would be in the Agency's best interest. Indeed, most of their suggestions and requests related to getting more information.

3. The coordinators would like to see our recruiters on campus more frequently than they do now. When the recruiters come, they should represent the entire Agency (not just one component) and bring along minority employees who can answer honestly and with first hand knowledge what it is like to work at CIA. It is very important that these minority representatives understand the deep-rooted suspicion many in the minority communities have about the Agency and be prepared to answer very pointed and emotive questions. The confidence and reasoning behind these responses would be important, not so much to change the minds of those who would openly challenge our recruitment of minorities, but to confirm to those in the audience in whom we are truly interested and who have no axe to grind that the CIA offers challenging, exciting, and fulfilling careers for them.

4. And further on the information sharing issue, the coordinators would like to know the numbers of students the Agency takes each year from each college or university. They understand why we can't tell them 'who' has been recruited, but want to be able to assure students that some (no matter how few) are being accepted for employment as either direct hires or in student programs. They were particularly interested in seeing that all information on student program benefits (travel, per diem, salary, etc.) be distributed as widely as possible.

5. It soon became apparent that a few of the participants were particularly eloquent in making their points and had national standing in their field. For example, [redacted] of the University of [redacted] is a respected psychologist specializing in the measure and interpretation of psychological responses. He has been involved in the design of test inventories [redacted] and the whole controversy surrounding test scores for minority populations. We are considering offering [redacted] the opportunity to consult with us on the use and interpretation of PATB results for minorities. Similarly, [redacted] University is nationally recognized for her expertise in the problems of aculturation facing American Indians. We hope to invite her as well to help us address the recruitment and retention of American Indian employees.

6. Several of the seminar's presentations or ensuing discussions were particularly noteworthy. The information on the Agency's Student Programs and benefits was, as expected, a big hit. The DS&T's panel discussing career opportunities in that Directorate was notable for its makeup--no minorities were represented, and some of the coordinators made pointed reference to their absence. The DI panel discussion proved to be one of the more instructive for a number of reasons. The panel included two bright, young minority representatives. One of the coordinators confronted them with some contentious, hard questioning about why minorities should work for the CIA; their youth and inexperience showed in their unease with the questions and inability to answer in kind and with confidence. As the selectors of who represents the Agency on recruiting trips, the Directorate EEO and recruitment officers and OP recruitment personnel found this session extremely useful as a guide to selecting and training recruiters to address minority questions and concerns.

7. On the second day, the DA panel was superb; the bright, young representatives (3 of the 4 were minorities) responded to the coordinators' questions with poise and confidence. The coordinators were very impressed with the caliber of our youthful employees. The DO presentation fascinated the coordinators. The blunt and truthful descriptions of life as an operations officer cleared many misconceptions, particularly coming from a successful, dynamic black officer.

8. The wrap-up session on the last day was very useful to both coordinators and OP participants alike. The presentation on the processing system answered their many questions on what happens to applicants after the PHS is submitted. It was obvious the coordinators have lingering suspicions about the polygraph examination and security checks, reflecting the minority experience with these intrusive procedures. Only time, information, and seeing that some of their students actually make it through the process will overcome their concerns and misperceptions. The coordinators also were concerned that hard and fast adherence to one qualifications feature, for example, overall Grade Point Average (GPA) of at least 3.0, would prevent many minorities from being considered for employment. The coordinators were assured that GPA was not the sole determining factor in our recruitment process. Although some of our programs have high GPA minimum requirements (DO Internship requires a 3.0 minimum; some DI offices will not consider candidates with under 3.0 GPAs, etc.), most do not. Our student programs require maintenance of a 2.75 GPA for undergraduates, 3.0 for graduates. If there are other circumstances which a placement coordinator or recruiter believe are important (working to pay for education, extracurricular activities, particularly strict grade ratings, etc.), we will take these into consideration. We, as well as many coordinators, are confident, however, that the CIA can attract many candidates who have been very successful in their academic work.

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